



Organizational and Safety Culture Change Project

Safety Directors' Meeting

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What Is Safety Culture?

“Safety culture refers to the collection of characteristics and attitudes in an organization – promoted by its leaders and internalized by its members – that makes safety an overriding priority.”

CAIB Report Ch. 7.5 (Vol. I, page 190)



CAIB Comments on Safety Culture at NASA

- **“(There are) “blind spots” in NASA’s safety culture that have led to the Columbia accident.”**

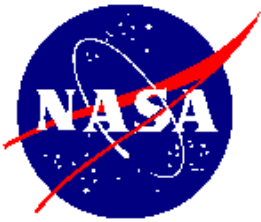
CAIB Report Ch. 7.4, Vol. I, page 184

- **“The Shuttle Program’s complex structure erected barriers to effective communication and its safety culture no longer asks hard enough questions about risk.”**

CAIB Report Ch. 7.4, Vol. I, page 185

- **“Throughout the course of this investigation, the Board found that the Shuttle Program complexity demands highly effective communication. Yet integrated hazards reports and risk analyses are rarely communicated effectively, nor are the many databases used by the Shuttle Program engineers and managers capable of translating operational experiences into effective risk management practices.”**

CAIB Report Ch. 7.4, Vol. I, page 189



Organizational and Safety Culture Change Effort

- This project is a 36-month effort, and NASA expects to see measurable progress toward achieving change in six months
- This will serve as NASA's overarching culture change framework, and other current initiatives and activities will align with this in moving forward
- The first 30 days of the effort will be heavily front-loaded with activities such as a Safety Climate and Culture Survey, On-site Interviews and Focus Groups, Data Collection and Integration, and the Development of a Detailed Implementation Plan



Thirty-Day Action Plan

Safety Climate and Culture Survey

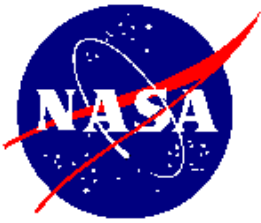
- **The survey were sent to all civil service employees and JPL on February 20 and provide a baseline measurement of 11 specific scales related to safety**
- **The survey is high priority and has a quick turn around time of 1 week**
- **Put emphasis on completing the survey**



Thirty-Day Action Plan (Continued)

Individual Interviews and Focus Groups

- **Individual Interviews of Senior Management and Focus Groups of a cross-section of employees will take place at HQ, GRC, and JSC during the week of February 23**
- **The purpose is to get a more in-depth diagnosis of issues related to safety than the survey will provide**
- **HQ, GRC, and JSC were initially chosen to ensure that 2 Enterprises are represented, although focus groups may be expanded to include all Centers at a later date**



Next Steps

- **NASA direct involvement and leadership in the communication of this effort is integral to its success and will be needed throughout the 36-month duration**
- **Each Center needs to appoint a senior-level point of contact to serve for the duration of this effort**
- **Center Directors and Enterprise AAs will receive a letter from HQ explaining the next 30 days in detail**